



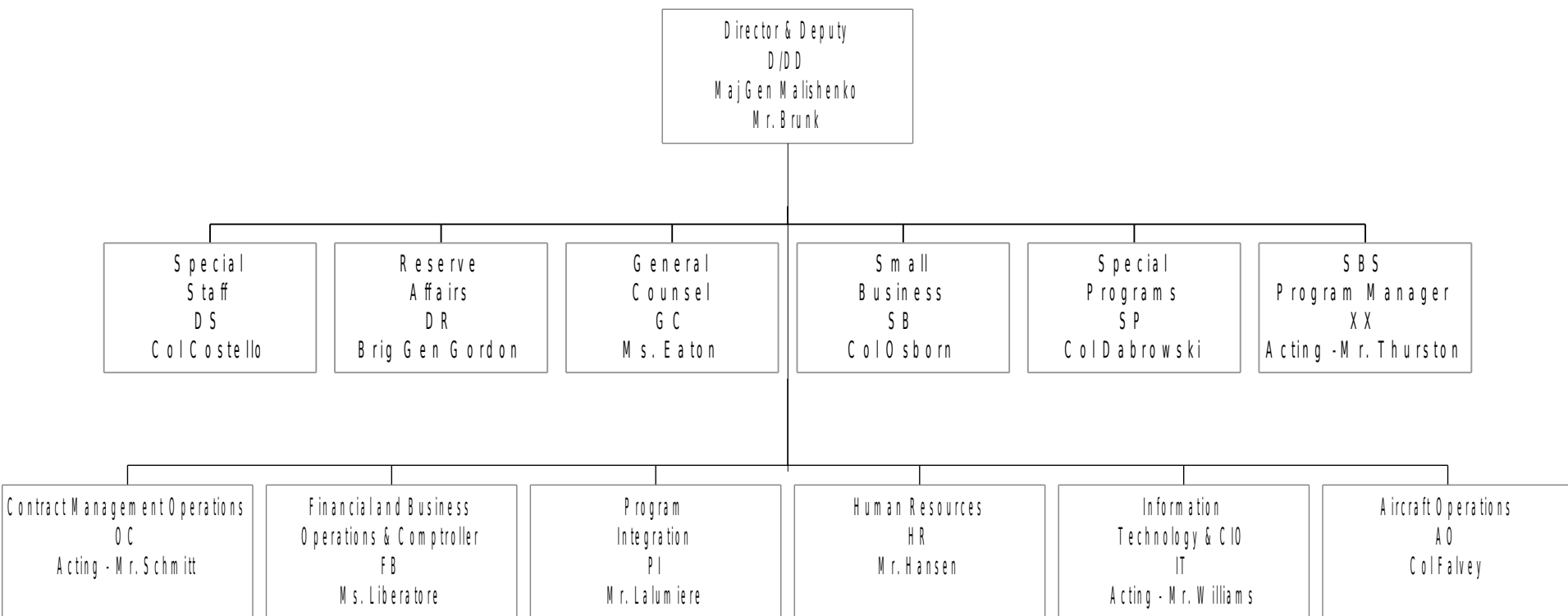
DCMA

Concept of Operations

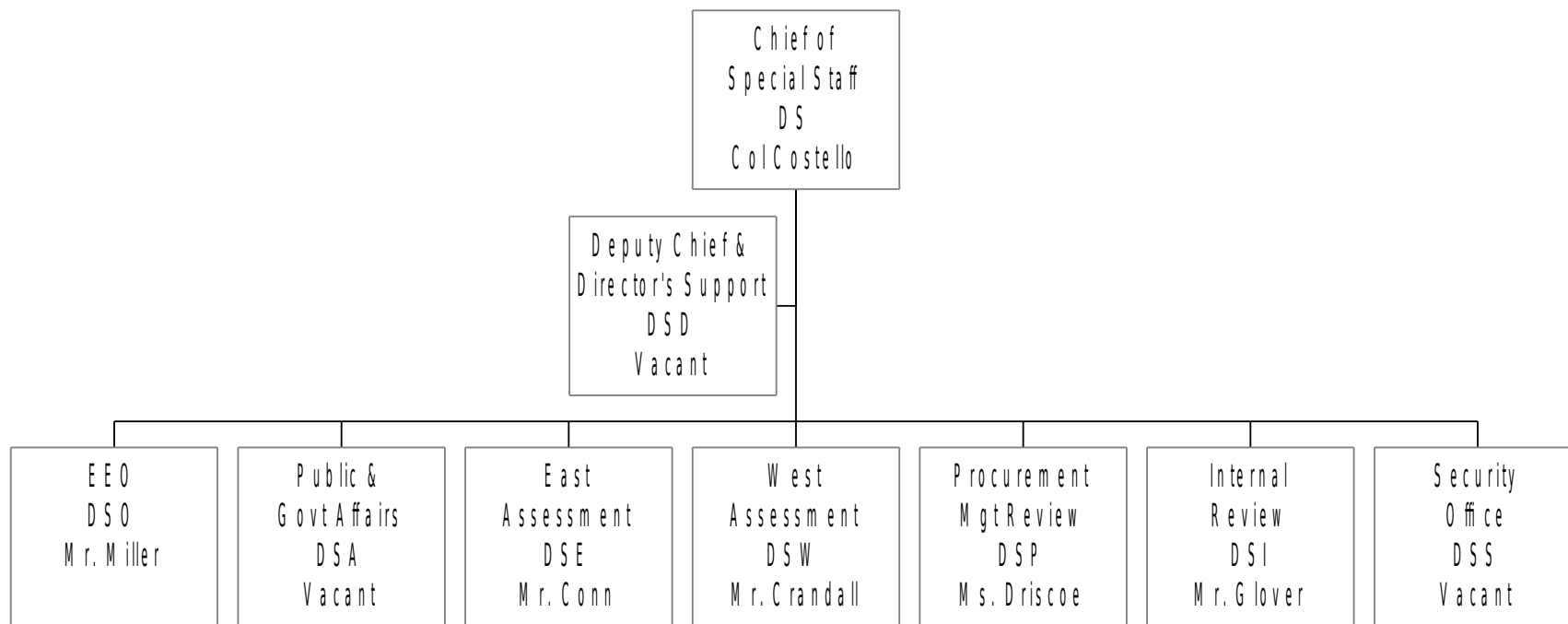
Presented By:

Mr. Brunk, Deputy Director
June 20, 2000

Executive Team



Special Staff - DS



- **Reporting to DoD & JCS**
- **Special Requirements**
- **FOIA & Privacy Act**
- **Occupational Safety & Health**
- **Protocol**
- **Graphics Support**
- **Change of Command**
- **Conference Planning**
- **Special Projects**
- **Support to Director & Deputy Director**

- **DCMA EEO Program**
- **Federal Women's Program**
- **Hispanic Employment Program**
- **Disabilities Program**
- **Upward Mobility Program**
- **EEO Adjudication**

Public & Government Affairs Office

- **Congressional/Legislative Liaison**
- **Congressional Processing**
- **Internal & External Communications**
- **Public Affairs**
- **DCMA Literature**
- **Video Production**

- **IOAs - provide universal coverage over 3-year period**
- **Focus on process standardization**
- **Headquarters function**
- **Follow-up on IOAs**

- **Continue support to DDP**
- **Executive Agent for procurement reviews**

- **Coordination of GAO & DoD IG audits**
- **Conduct studies/reviews as required for problem solving and process improvement to ensure:**
 - **DCMA focus for effectiveness and efficiency**
 - **Annual DCMA IR plan**

- **Information Security**
- **Personnel Security**
- **Communications Security**
- **Physical & Operations Security**
- **Referral Investigations**
- **Hotline Program**
- **Pass & ID**

- **Provides Customer Focused Legal Services to Support DCMA Programs and Initiatives**
- **Adopts New Center Concept:**
 - **Contract Disputes Resolution Center (CDRC)**
 - **Contract Integrity Center (CIC)**
- **Concept provides:**
 - **Centralized Representational Services**
 - **Greater Headquarters Oversight**
 - **Teaming with DCMA Clients and Industry to Find Innovative Solutions to Contract Management Issues**

- **Develop Policy**
- **Support DoD Outreach Activities**
- **Cooperative Agreements**
- **Monitor Mentor Protégé Program**
- **Develop and Support Recognition Programs**

- **Civilian Personnel**
 - **Classification and pay administration**
 - **Staffing**
 - **Labor and employee relations**
- **Military Personnel**
 - **Assignments**
 - **Training**
 - **Other services to support active duty and**
 - **Quality of Life Program**
- **Workforce Development Division**
 - **Employee training**
 - **Workforce development**
 - **Management of the Entry Level, Mid Level
Executive Development Programs**



Director's Conference: Contract Management Operations Perspective

Concept of Operations

Presented By:

Mr. Robert Schmitt
Deputy Executive Director
June 20, 2000

Operating Principles - the Guideposts to Perform

Process Management

Improvement of the Agency processes is the most effective way to maintain our value to the DCMA customer.

Performance Focus

Focus Agency resources and efforts by the impact on process performance and increased value to our customers

Process Centric

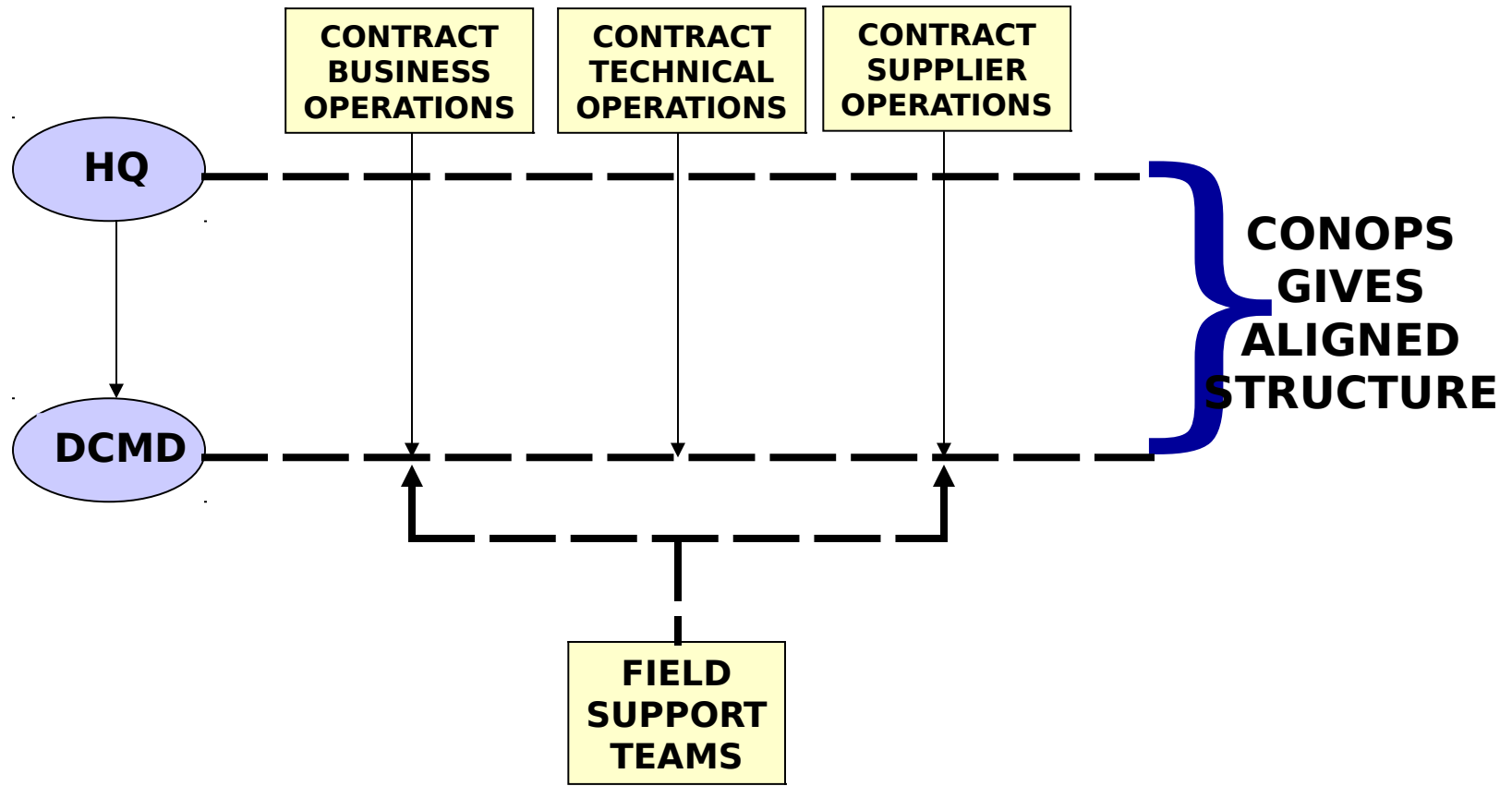
Process to be central to all policy, training, and performance efforts.

Mission

➤ **Serves as principal advisor to the Director, DCMA, in the development and deployment of Agency policy and processes for the following DCMA contract management service sets and associated processes:**

- ▢ **Pre-Contractual Advice Services**
- ▢ **Major Program Services**
- ▢ **Risk Assessment Services**
- ▢ **Product Support Services**
- ▢ **Delivery Services**
- ▢ **Pricing/Modification Services**
- ▢ **Business and Financial Systems Services**
- ▢ **Payment and Financial Management Services**
- ▢ **Contract Closeout Services**

Organizational Alignment - the Framework for Performance

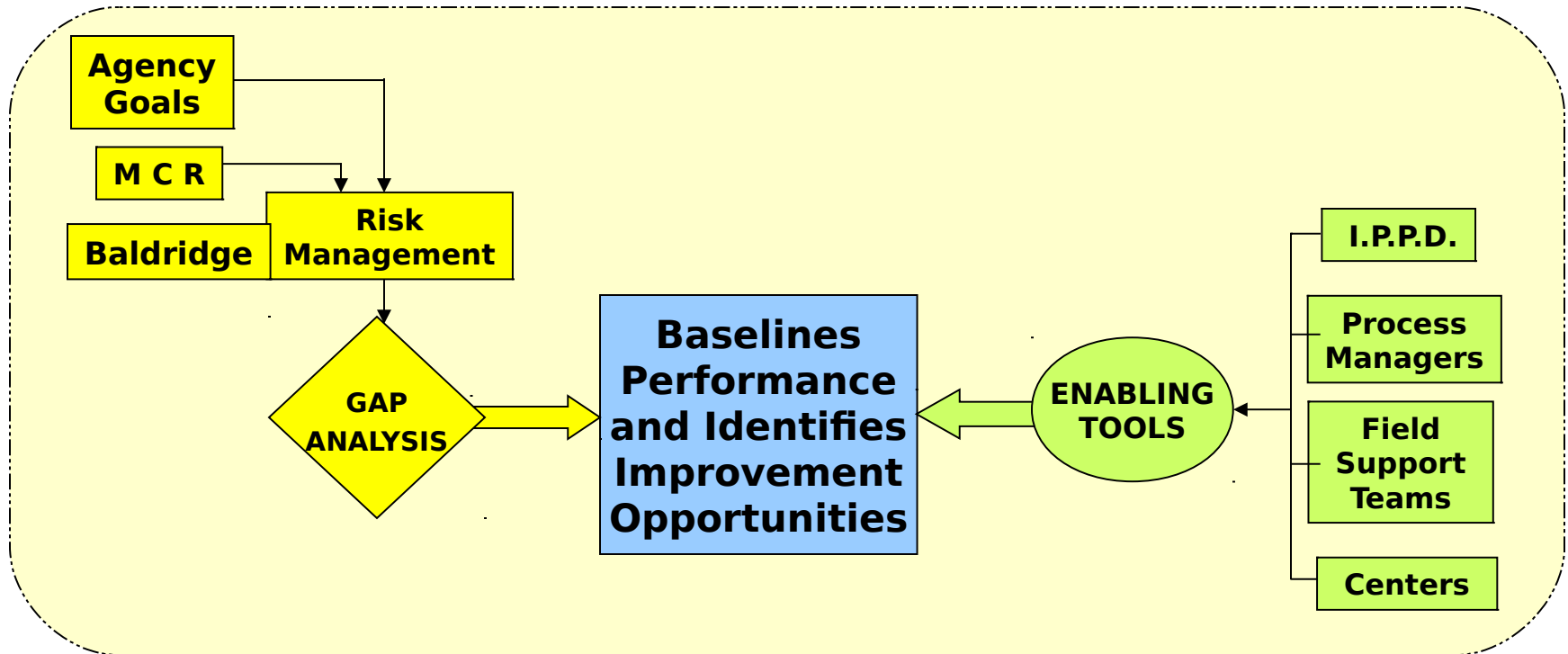


Combining two enabling
groups into something
new

CONCEPT OF OPERATIONS

The Focus is the CMO

STRUCTURED APPROACH TO PERFORMANCE IMPROVEMENT



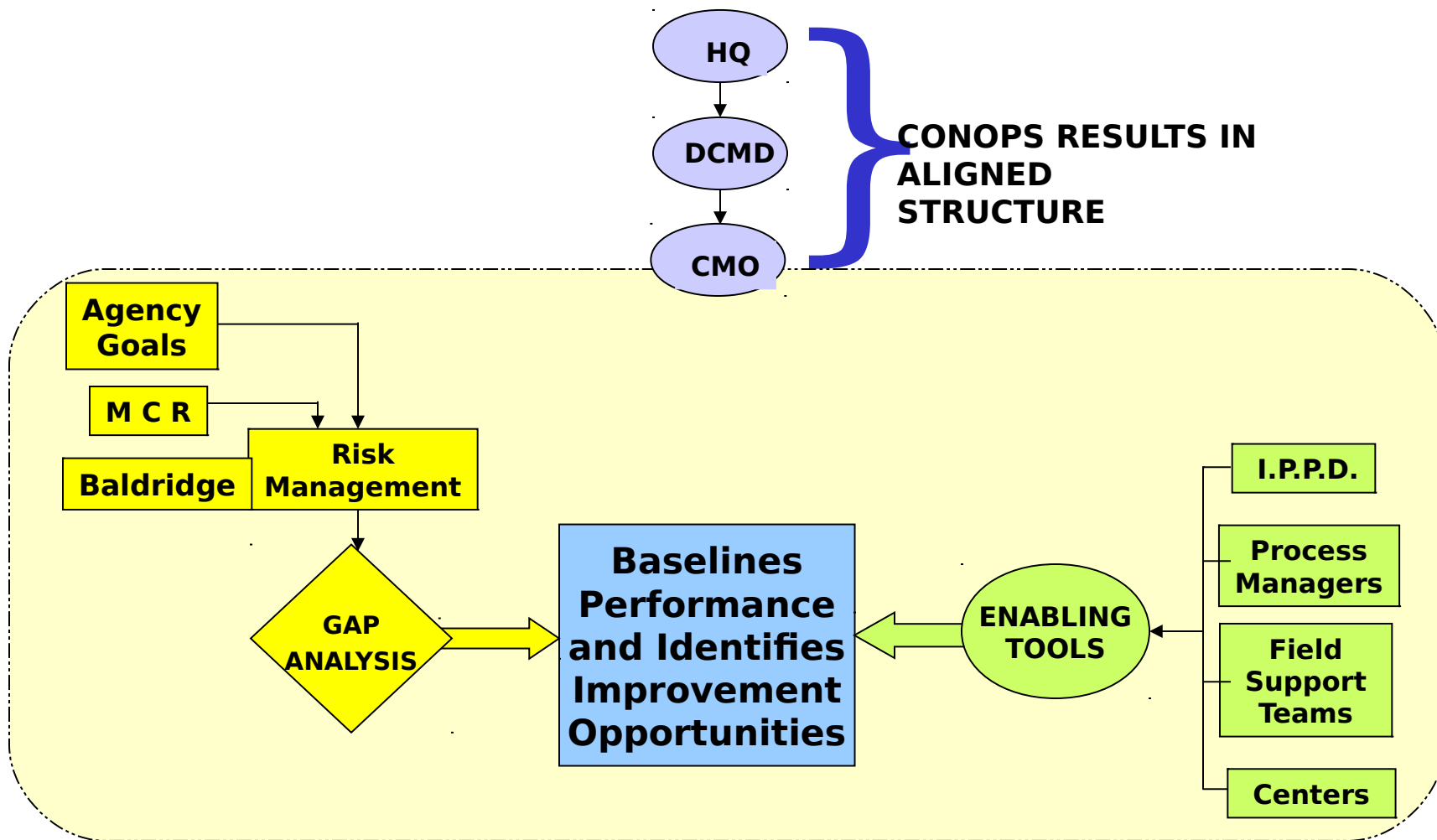
CONCEPT OF OPERATIONS

STRUCTURED APPROACH TO PERFORMANCE IMPROVEMENT

Operating Principles

Process Management - Performance Focus - Process Centric

PUTTING
IT
ALL
TOGETHER



Concept of Operation for Field Support Teams

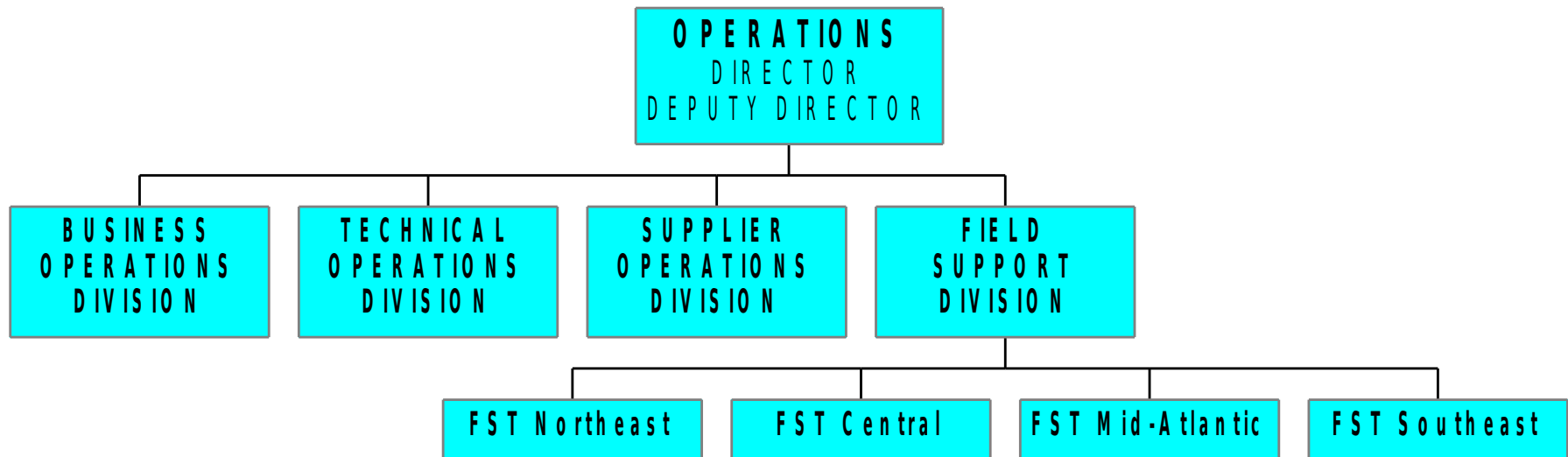
Multifunction teams serving several CMOs in an assigned geographical area who will:

- Provide a resource to assigned CMOs to identify improvement areas**
- Work with CMO management to develop a strategy for achieving improvements**
- Prepare an Annual Support Plan which outlines the support to be provided to the CMO.**

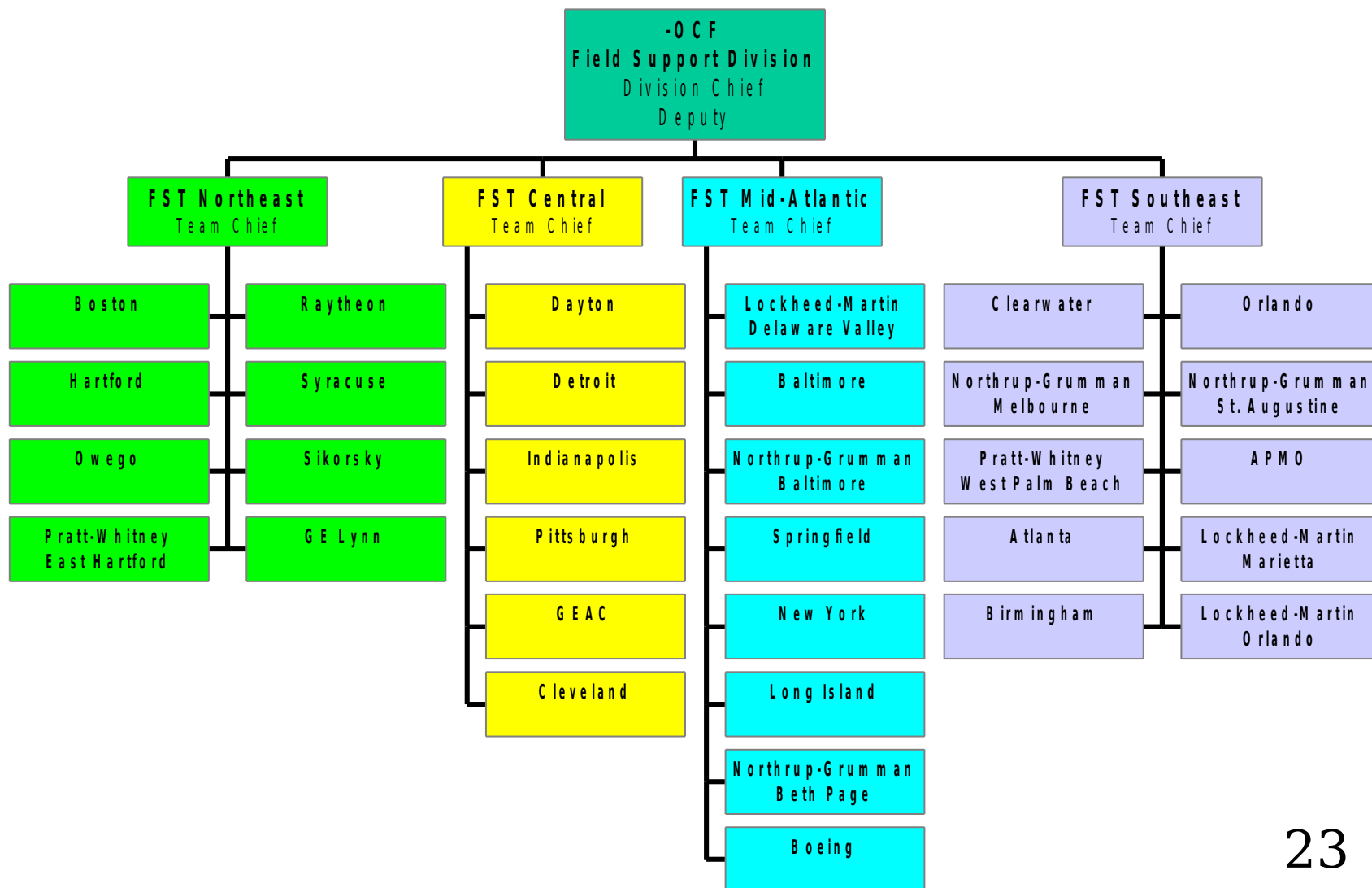
Functions of Field Support Teams

- **provide technical expertise to CMOs**
- **provide assistance to improve processes.**
- **assist CMO management to implement policy**
- **identify skill needs and provide for training**
- **function as Knowledge Workers**
- **provide feedback to refine new policy**
- **provide functional support for DCMA IT applications**
- **provide support to DCMA PATs, RITs, and IPTs.**

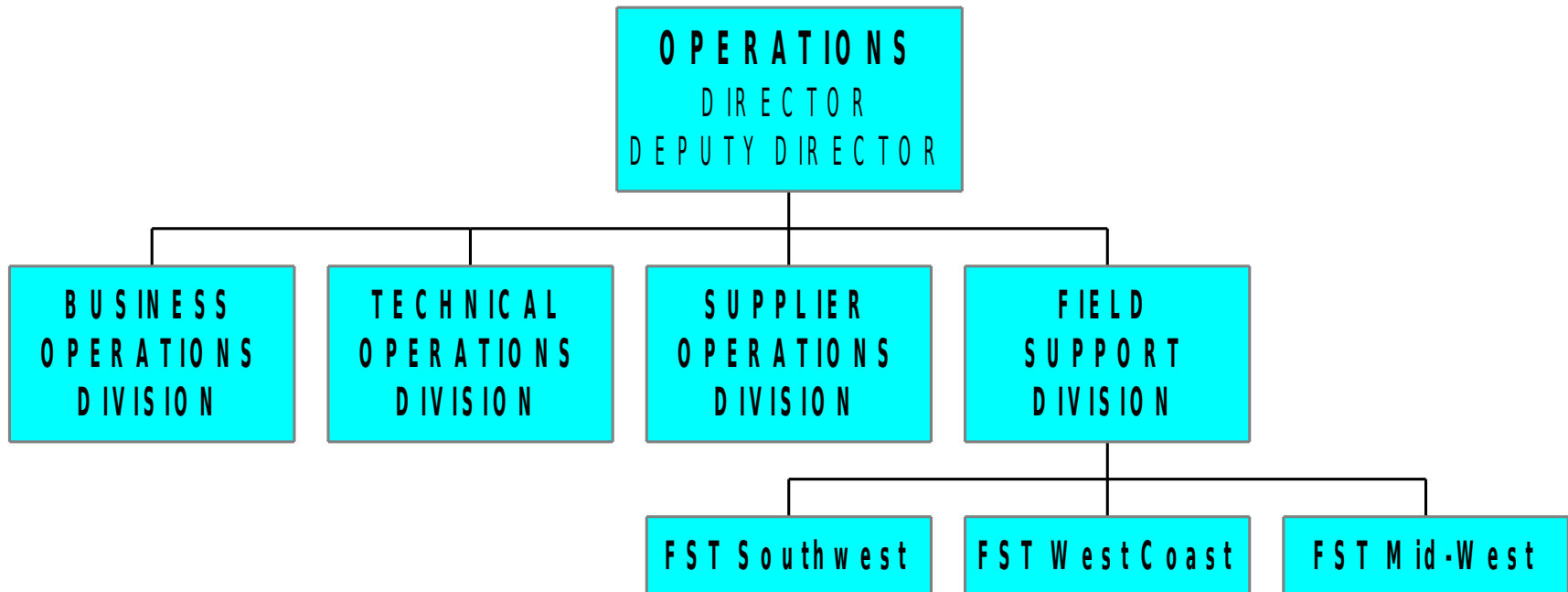
DCMDE Operations Directorate Structure



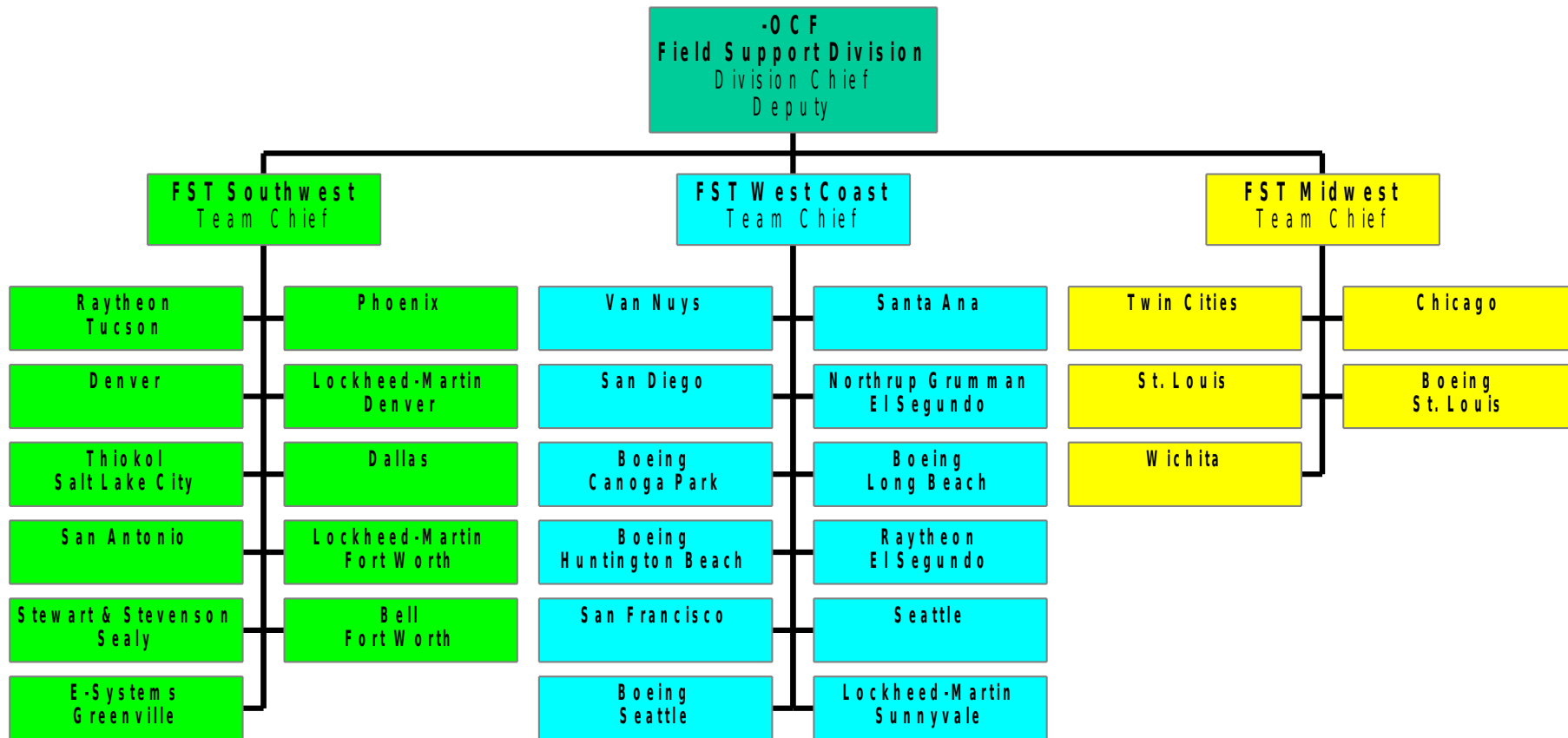
DCMDE Field Support Division Structure



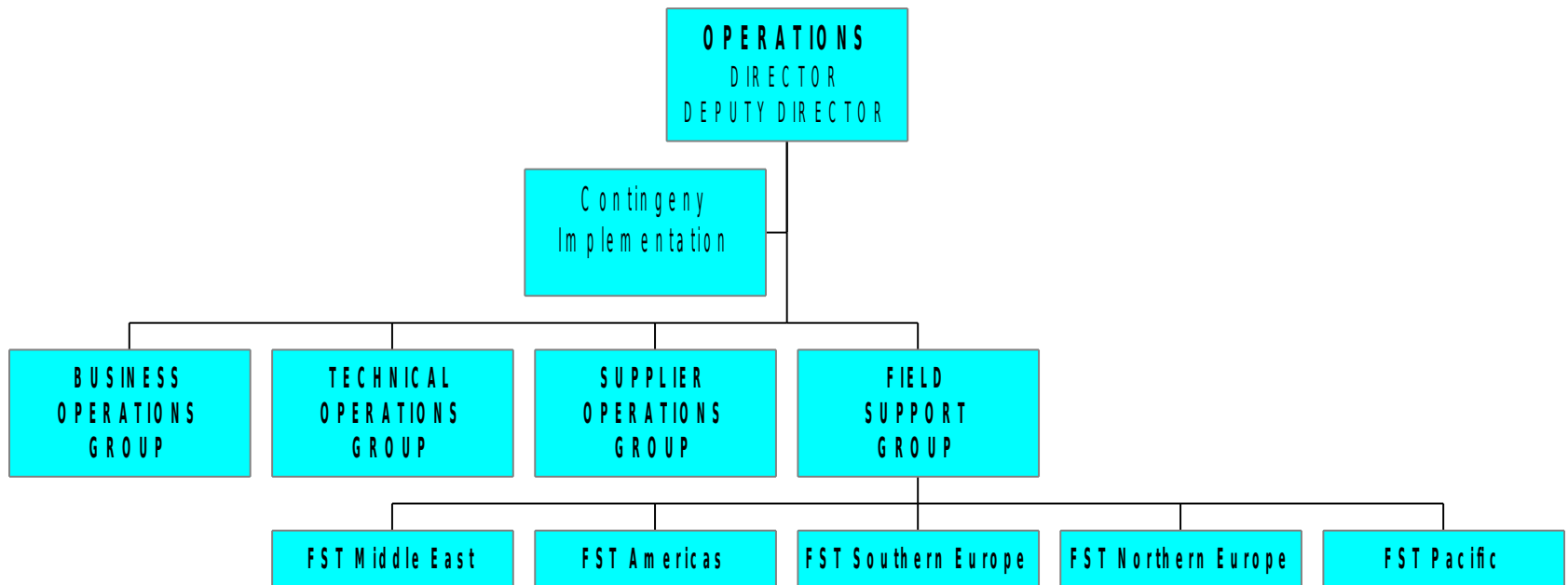
DCMDW Operations Directorate Structure



DCMDW Field Support Division Structure



DCMDI Operations Directorate Structure



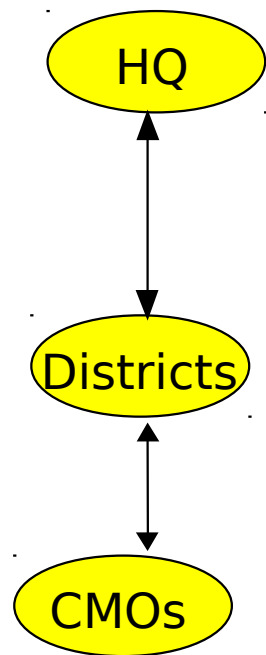
Roles and Relationships

DCMA Concept of Operations Operations Directorate

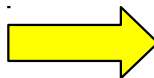
Organization

Responsibilities

Role

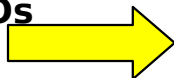


**Determines Policy
Set Metrics & Goals**



Process Owners

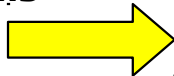
Implement policy CMOs



Process Managers

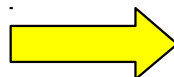
**Manage Process
Performance to
Achieve District Goals**

Assist CMOs



Field Support Teams

**Execute Policy
Achieve Goals**



CMO Operations & TAG

**Develop
Deployable
Policy (IPPD)**

**Deploy
Policy to
CMO**

Operating Principles - the Guideposts to Perform

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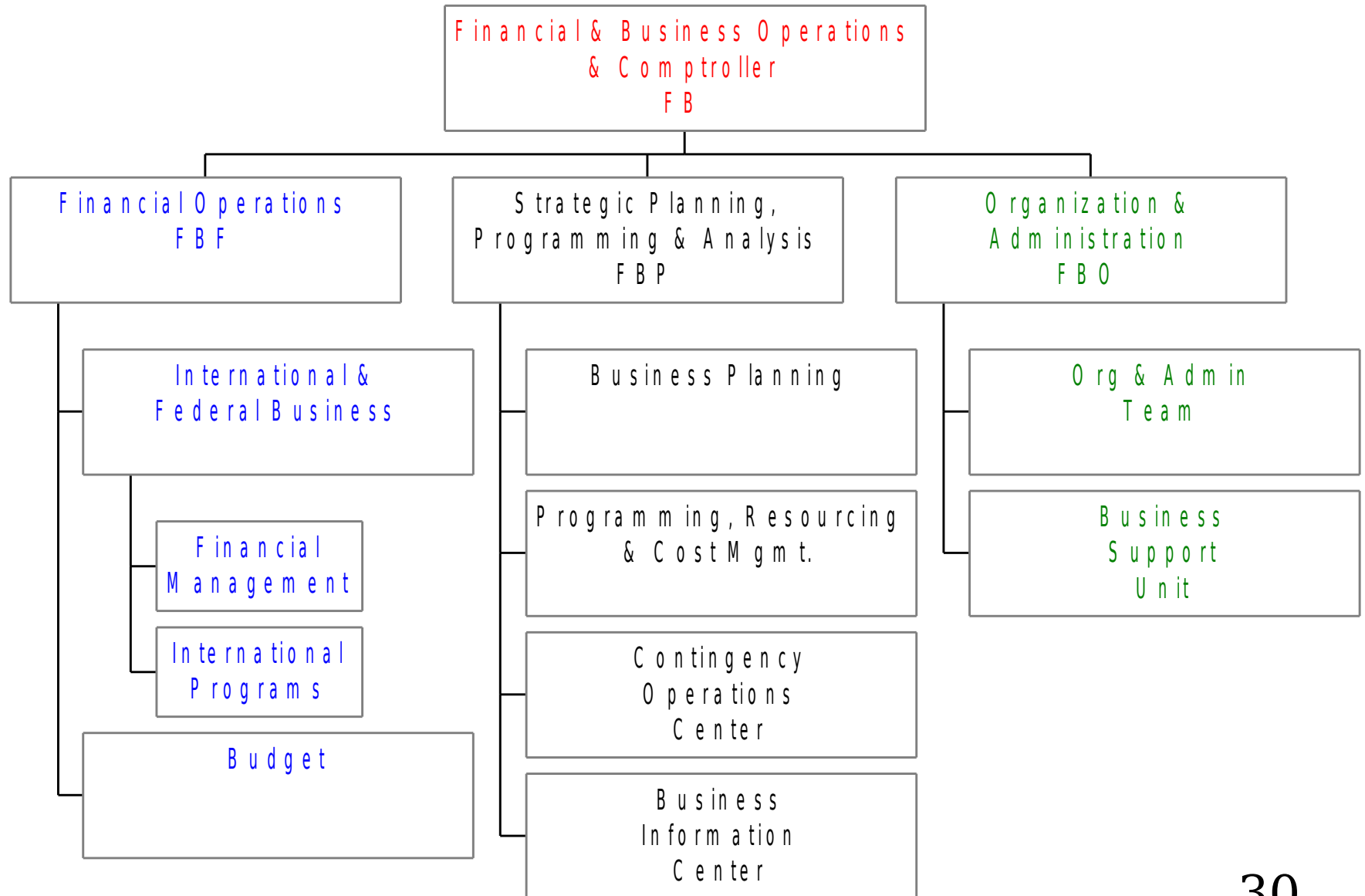


Director's Conference: Financial and Business Operations (FB) CONOPS

Presented By:

***Ms. Carla Liberatore
Executive Director &
Comptroller
Financial and Business
Operations***

***Date
June 19, 2000***



- **Principal advisor to the Director for management of the organization's business infrastructure**
- **Business Managers for the Agency**
 - ***Comptroller & Financial Managers***
 - ***Strategic Planners***
 - ***Programmers and Analysts***
 - ***Combat Support Agency Coordinators***
 - ***Contingency Operations Planners***
 - ***Organization and Administration Managers***
 - ***Business Support Facilitators***

(FBF)

Budget

- Business Case Analysis

Balance

- Changes/Adjustments

Ledger

- Formulation/Development
- Fund targets &

Reconciliation

Disbursements

Budget Analysis

Credit Card Policy

Accounting

- Trial

- General

- ULOs

- Unmatched

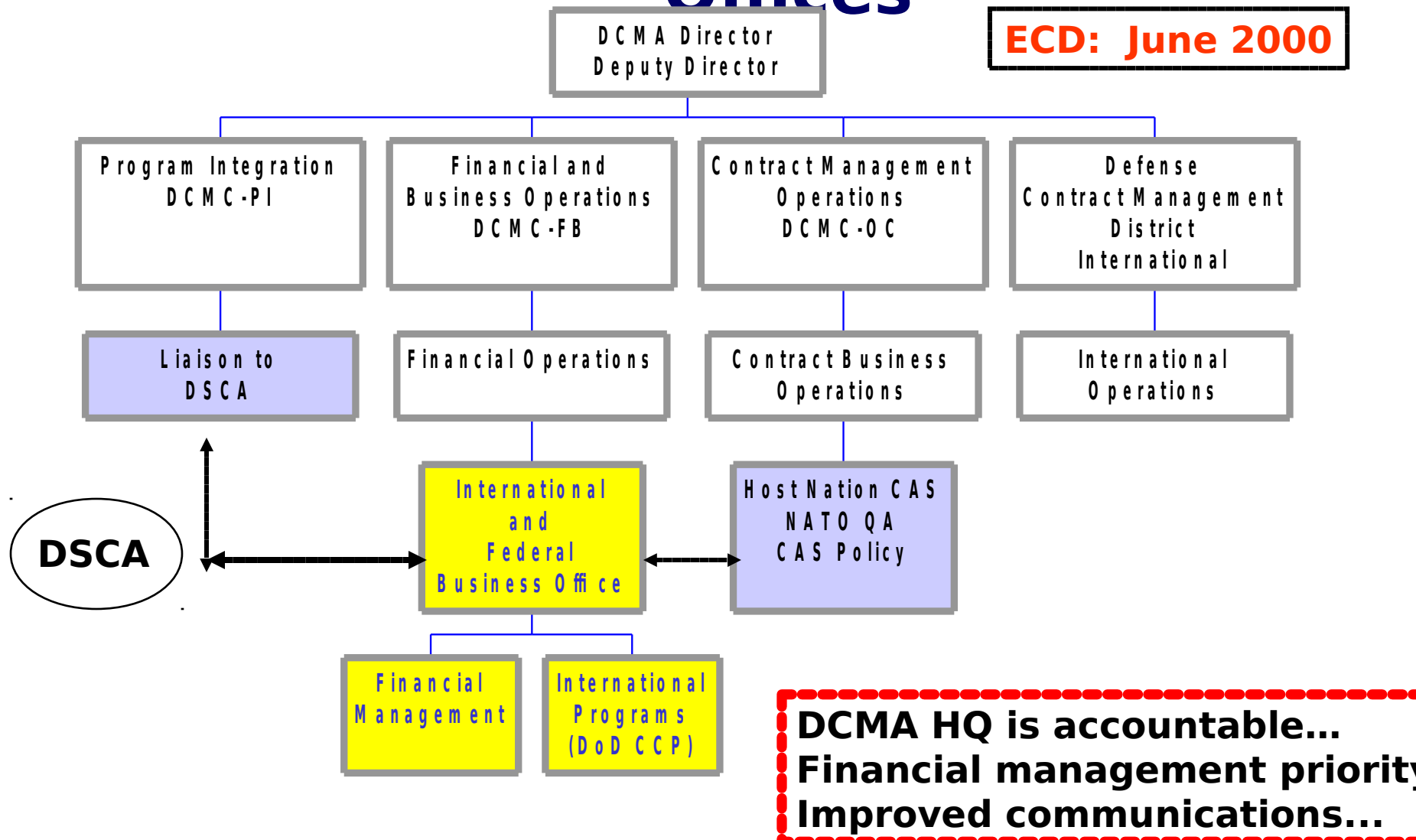
- Front End

Validation

Financial Liaisons

International Programs Offices

ECD: June 2000



- **International Programs**

- Arrange contract administration services for direct commercial sales contracts placed by allied nations and NATO organizations
- FMS Case implementation for direct commercial sales
- DCMA Representation to international customers
- Support DSCA Foreign Military Financing (FMF) Program

- **Financial Management - Reimbursables**

- Develop policy and oversight processes
- Customer-to-DFAS liaison for billing processes
- Process through billing and reconciliation, FMS cases for direct commercial sales (ILO)

The DoD Central Control Point

Strategic Planning

Business Plan

IRM

- USA
- ICS
- ASA
- Mgmt Reviews
- Metrics
- MCRs

Planning

- PIO

Unit Cost

Resource Reviews

Resource Forecasts

Workload Analysis

PLAS

DIRAMS

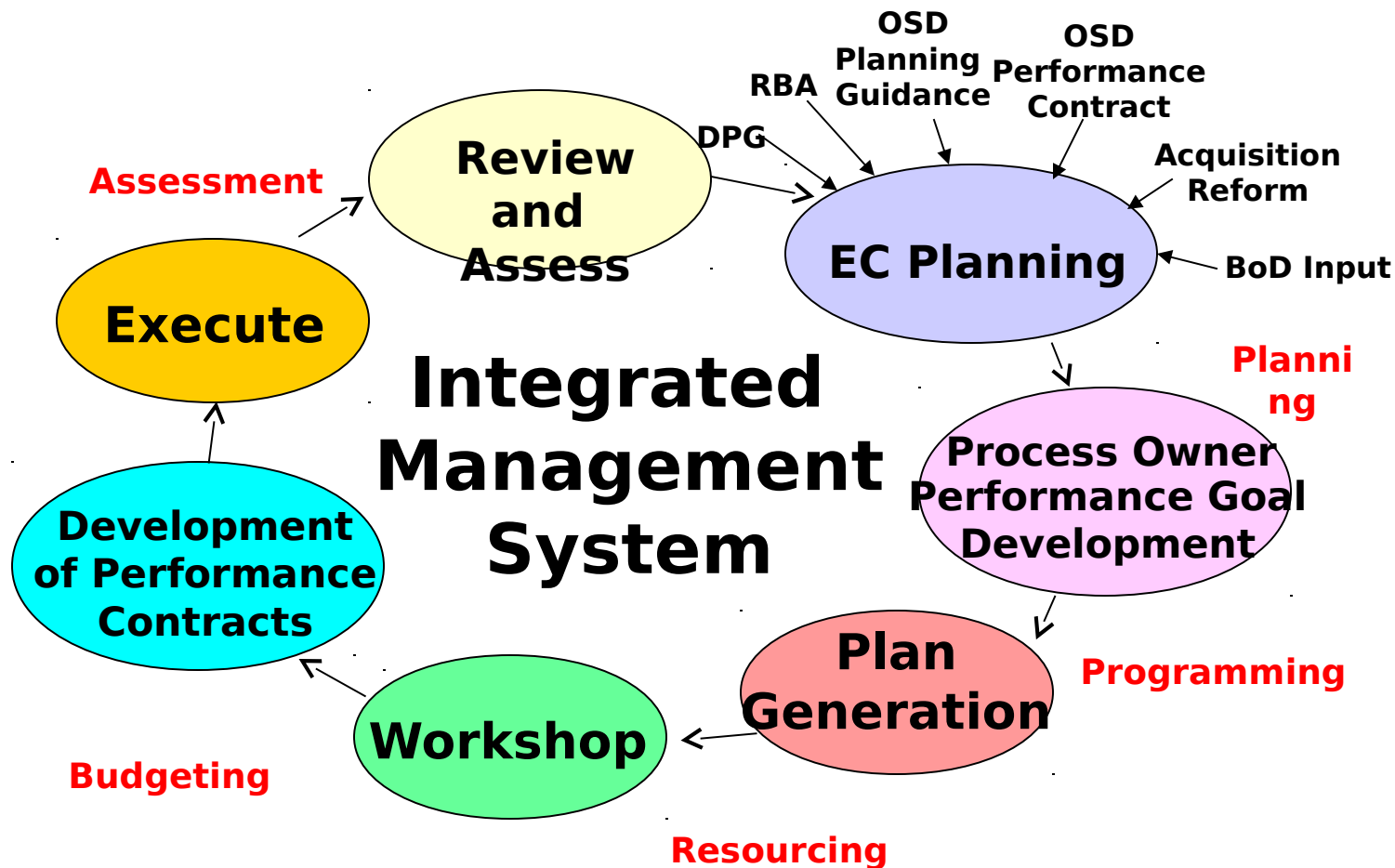
GPRA

Emergency Planning

Contingency

Business Information Center (BIC)
Contingency Operations Center (COC)

- Underlying Precepts**
1. Risk Management
 2. Civil Military Integration
 3. PROCAS
 4. Integrated Product Teams
 5. Management Councils
 6. Integrated Management



Three Pillars of Combat Support

Title 10 Sec. 193. Combat support agency oversight

Combat Readiness

“...the Chairman shall review the plans of each such agency with respect to it’s support of operating forces in the event of war or threat to national security

Participate in Joint Exercises

“ The chairman shall assess the performance in joint training exercises of each such agency and...Take steps to provide for any change that the Chairman

Readiness Reporting system

“ the Chairman shall develop...a uniform system for reporting to the commanders of the unified and specified combatant commands the readiness of such agency to perform with respect to a war..”

- **Deliberate and Crisis Action Planning**
Visits & MOAs with Joint Staff and CINCs
Joint exercise participation
Command relationships & Liaison Officers
- **Zero Based Review**
Reserve force augmentation (completed)
Active duty (May-July)
Military budget and billet validation
- **Combat Support Agency Review Team (CSART)**
Biennial review - first scheduled in 02
1998 review of DLA very favorable

- **Role**

- Integrate DCMA in CINC Deliberate and Crisis Action Plans*

- Engage with Warfighters to leverage contract management expertise in contingency planning*

- **Functions**

- Deliberate Planning*

- Exercise planning and execution*

- Emergency Plans*

- **Locations**

- Collocated with CINC staffs*

- Report to DCMDI*

- EUCOM, PACOM, CENTCOM, SOUTHCOM*

- **Role**

- Integrate DCMA into the Chairman's doctrine and policies*

- Engage JCS to leverage contract management expertise in contingency planning*

- **Functions**

- Joint Staff Policy Development*

- Deliberate Planning*

- Crises Action Planning*

- Exercise Planning*

- **Location**

- Located with Joint Staff*

Contracting/Purchasing

Facilities/Environmental

Acquisition Policy

Travel Policy

Organization Mgmt.

General Orders

ISSAs/MOAs

One Book

Administration

Gov't Purchase Card

Savings Bond

Travel

CFC

Admin/Mail

VTC Operator

Graphics

Publication/Forms

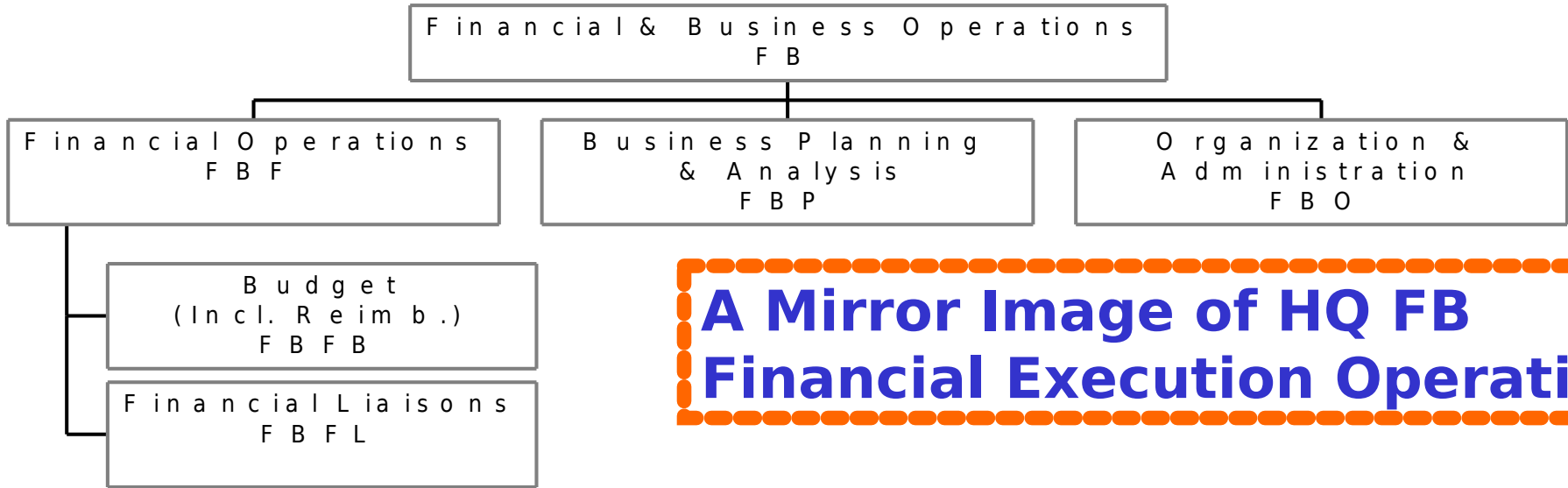
Protocol

SLUC Manager

Suggestions

Business Support Unit-Administrative support
to Centers

Financial & Business Operations Districts East and West

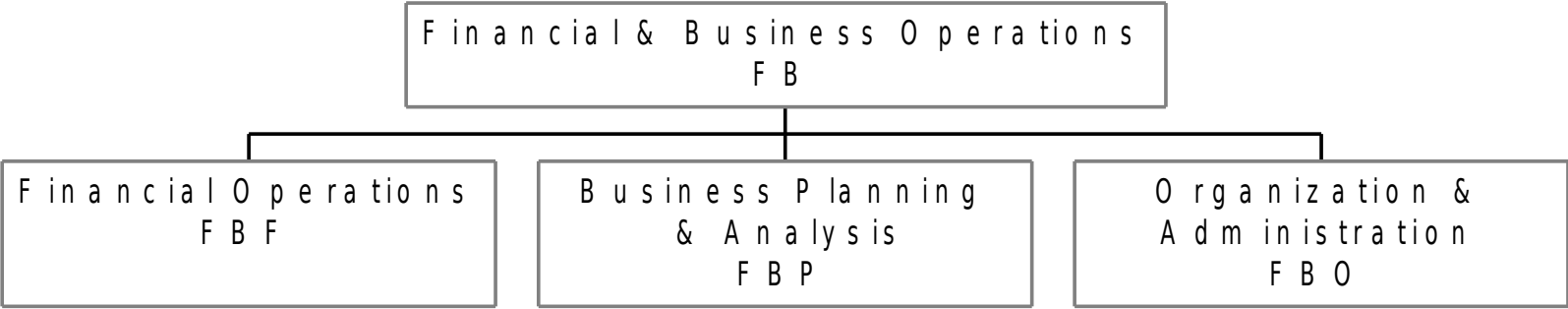


**A Mirror Image of HQ FB
Financial Execution Operation**

Budget - Bus. Case Analysis - Changes/Adjustments - Formulation/Develop. - Fund targets & Recon. - MOP Budget Analysis FMS & Other Reimb.	Financial Liaison - Trial Bal. - Gen Ledger - ULOs - Unmatched Disbursements - Front End Validation DCPS Financial Liaisons Payroll - Leave Adjustments - Change of Address - Direct Deposit - TALES Recap - W-2/W-4 Processing	Business Planning IRM - USA - ICS - ASA - Mgmt Reviews - Metrics - MCRs - PIO Unit Cost Resource Reviews/Resource Forecasts Workload Analysis PLAS GPRA Contingency/Emergency Planning	Contracting/Purchasing/Gov't Purch. Ca Facilities/Environmental Equipment Vehicles Organization & Position Mgmt. Publication/Forms ISSA SLUC Manager IOA Follow-up (FB) Suggestions CFC Savings Bond Program Protocol VTC Operator Graphics
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Financial & Business Operations

District International



Budget - Bus. Case Analysis - Changes/Adjustments - Formulation/Develop. - Fund targets & Recon. - MOP Budget Analysis FMS & Other Reimb.	Financial Liaison - Trial Bal. - Gen Ledger - ULOs - Unmatched Disbursements - Front End Validation DCPS Financial Liaison Unit	Business Planning IRM - USA - ICS - ASA - Mgmt Reviews - Metrics - MCRs - PIO Unit Cost Resource Reviews/Resource Forecasts Workload Analysis PLAS GPRA Contingency/Emergency Planning	Contracting/Purchasing/Gov't Purch. Ca Facilities/Environmental Equipment Vehicles Organization & Position Mgmt. Publication/Forms ISSA SLUC Manager IOA Follow-up (FB) Suggestions CFC Savings Bond Program *Passport Agent *Country Clearances *DEROS Mgmt *Public & Congressional Affairs *Training *Human Resources *IT Coordination *Unique to DCMDI	Graphics Protocol VTC Operator
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Program Integration (PI)

ConOps

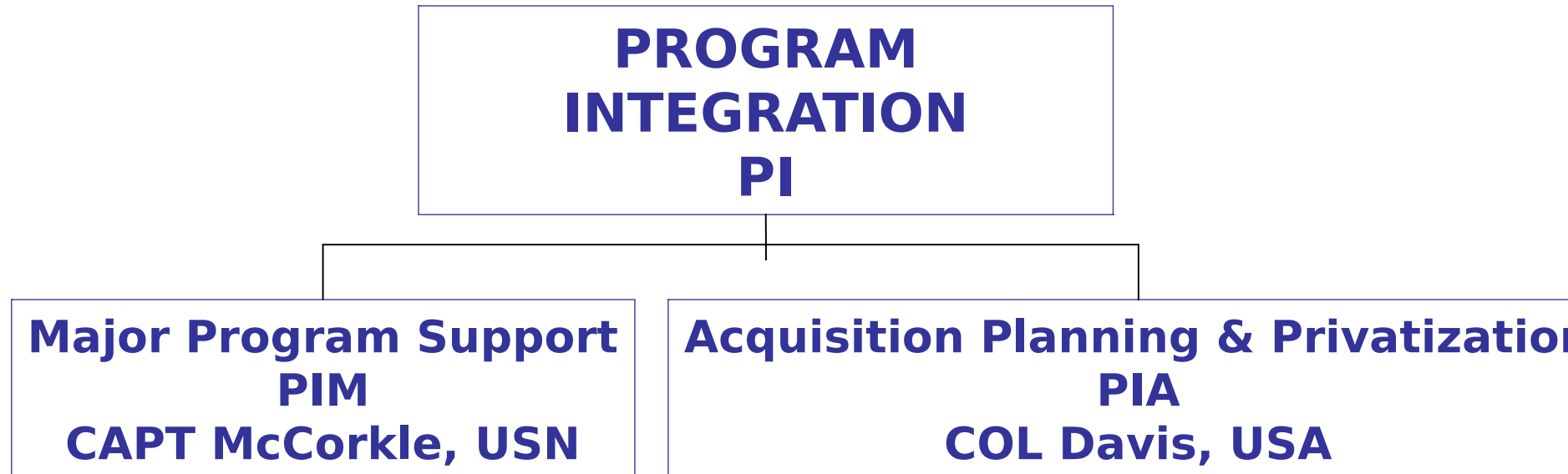
Presented By:

***Frank J. Lalumiere
Executive Director
19 June 2000***

Principal advisor to the Director concerning Agency-wide policies and procedures to enhance support to PEOs and PMs on ACAT Programs, and major programs of Defense & Civilian Agency customers.

**Acquisition Planning & Privatization
Division**

Major Program Support Division



- Service Desks
- Civilian Agency Desk
- Program Integrator & Program Support Team
- Customer Liaison Center *

- Early CAS & Privatization Initiatives
- Customer Feedback & Analysis
- Workload Acceptance Policy
- Industrial Analysis Center *

1. Major Program Support & Analysis

*PI/Program Support Team & SPI Network
(MOAs, Risk Handling Plans, Outcome Focus
Quad Charts & Program Goals and Metrics*

*Prime &
Subcontract
or
Performance*

2. Customer Outreach & Satisfaction

*Surveys & Service Standards
(Feedback & Analysis)
Lead District Buying Activity Visits*

*Customer
Liaisons....*

3. Early CAS & Customer Privatization Initiatives

4. Workload Acceptance Policy - Oversight & Compliance

Organization Responsibilities

HQ

Determine Policy Needs
Set Metric & Goals

**Policy, Process,
Metrics and Goals
revolve around
the MOA**

DISTRICTS

**Implement policy
w/CMOs & manage
process performance
to achieve DCMA goals**

Assist CMO, PIs & PSTs

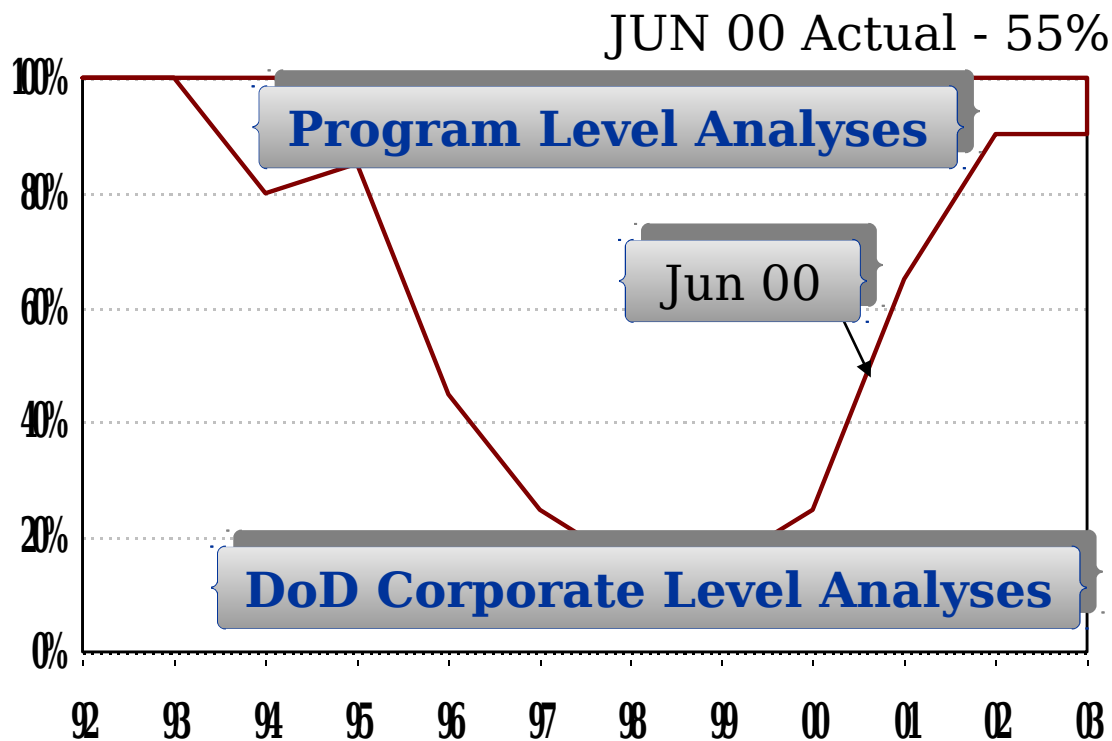
**MOA establishes
the Program
Support Team**

CMOs

**Execute
Policy/Process
Achieve Goals**

focus

...Support OSD in the performance of Defense Department ***corporate level*** industrial capability analysis for weapons acquisitions, logistics, and readiness programs.



Working Relationships:

Before:

- PMs, Buying Commands

After:

- DUSD (IA/ICA)
- Service SAs, PEO

More Reliance on Commercial Information Sources



MISSION: The DCMA Overhaul, Modification, Maintenance and Repair Center is responsible for promoting consistent, high quality contract administration services on all OMMR contracts delegated to the Agency.

TOOLS: Assist CMOs with current or future contracts
Assess processes, skills & performance;
Develop Policy for deployment throughout the

Near Term Issues

- 1. Quad Chart Submissions**
 - content & quality
- 2. Timely customer notification of major program cost issues**
 - PI & ACO, DACO, DCE, Linkage
- 3. PI/PST & SPI/SPT communication & coordination**
 - timely, consolidated information for PM
- 4. EVM data integrity & currency**
 - NAVAIR 4.2 & Raytheon
 - F-22
 - Bell/Boeing
 - Litton
- 5. New PI/Program Support Team**
Functional Maturity Model

Summer 2000
Program Reviews
w/ Dr. Gansler

SUBCONTRACTOR
PERFORMANCE!

PI/PST Functional Maturity Model

- ✓ **5 Levels of Support to Customer**
 - **Info**
 - **Actions**
 - **Recommendations**

***Communications
&
Responsiveness!***

PI/PST Functional Maturity Model

Key Process Areas:

1. Planning
2. Team Management
3. Team Integration
4. Communication
5. Execution

**Level
2**

**PI Reports/SPI Links
Quad Charts
Customer Feedback Methods**

**Level
3**

**Team acts in concert
Timely, Accurate Information
Insightful Analysis
Customer Feedback acted upon**

PI/PST Functional Maturity Model

5 Key Process Areas

5 Common Features for Each Key Process

- ✓ Commitment to Perform
- ✓ Ability to Perform
- ✓ Activities Performed
- ✓ Measurement & Analysis
- ✓ Verifying Implementation

Level:

1

2

3

4

5

***A self-assessment tool
for
PST & CMO!***



Director's Conference: Information Technology (IT) CONOPS

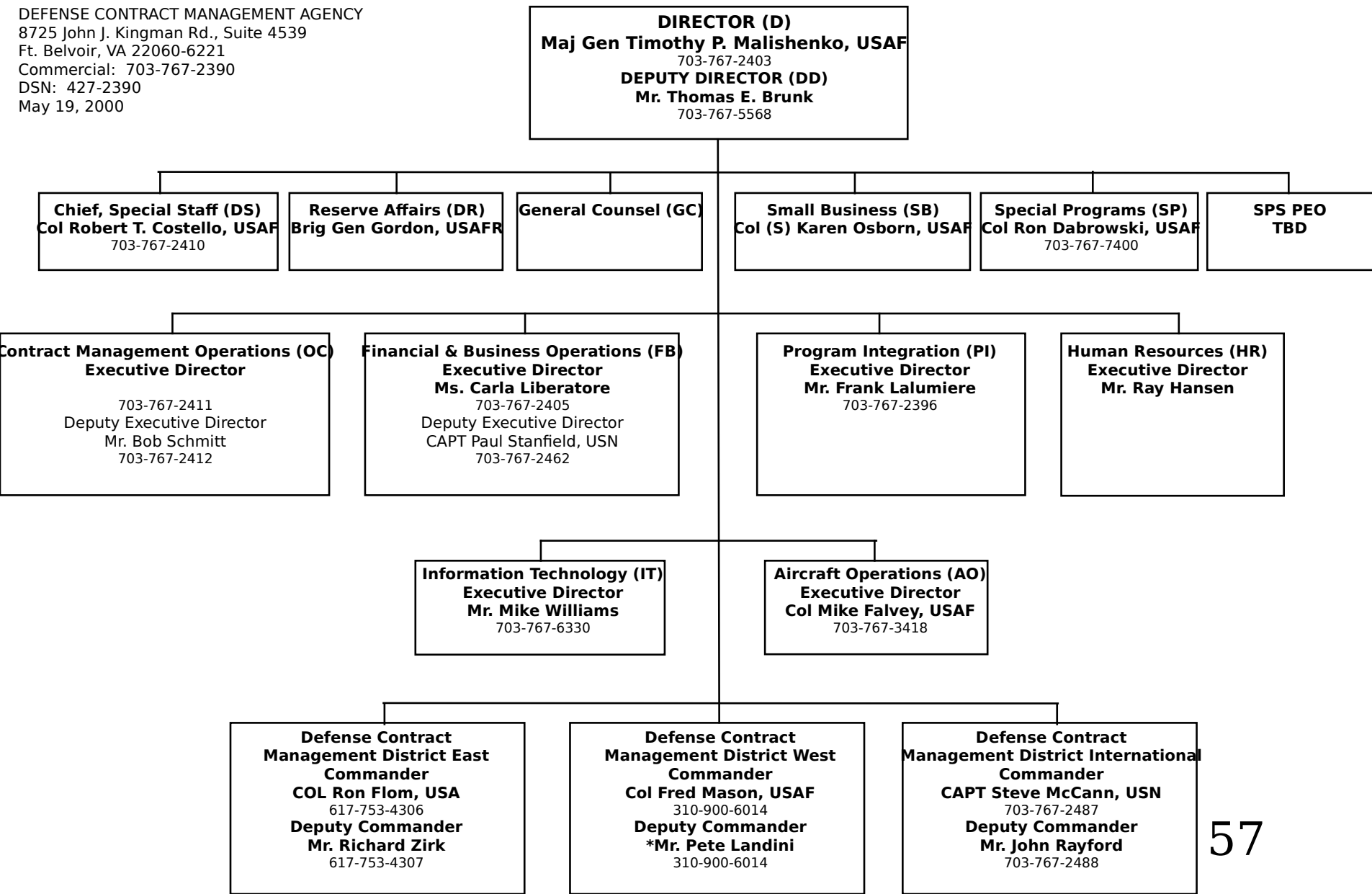
Presented By:

***Mr. Mike Williams
Executive Director***

***Date
June 19, 2000***

Agency Organization

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Commercial: 703-767-2390
DSN: 427-2390
May 19, 2000



Questions ?

